### Appendix IV  Logical Framework Analysis

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<tr>
<th>SUMMARY OF OBJECTIVES AND ACTIVITIES</th>
<th>OBJECTIVELY VERIFIABLE INDICATORS</th>
<th>MEANS OF VERIFICATION</th>
<th>IMPORTANT ASSUMPTIONS: EXTERNAL FACTORS</th>
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<tbody>
<tr>
<td><strong>Overall Goal</strong></td>
<td>... that measure achievement of Overall Goal</td>
<td></td>
<td>... to ensure sustainability of Overall Goal</td>
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<td>Conservation of the Rwenzori Mountains ecosystem is enhanced and its biodiversity and water catchment’s values are maintained in harmony with sustainable utilization of resources for the benefit of Uganda and the international communities.</td>
<td>Recent proposals for partial degazettment of RMNP are no longer being considered and the GoU continues supporting the protection of the area at the level expected for a World Heritage Site. Local and international tourism continues to grow to reach at least 150% of 2003 level.</td>
<td>- GIS maps and data-bases  - Research reports  - RMNP records and patrol reports  - wildlife surveys: baseline and repeat from WCS  - RMNP law enforcement patrol reports  - illegal activity baseline  - boundary descriptions, maps and marker locations  - RMNP records and patrol reports  - water run-off records  - water quality analysis records</td>
<td>No major wars or rebellions take place during the lifetime of the project.</td>
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<td><strong>Project Purpose</strong></td>
<td>... that measure achievement of Project Purpose</td>
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<td>... to achieve Overall Goal</td>
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<td>Integrity and conservation status of Rwenzori Mountains National Park (RMNP) reinforced by the end of year 5</td>
<td>PP.a By end-Yr 5 - no major loss or damage has occurring to vulnerable animal or plant species populations or to important landscape features in and around RMNP  PP.b By end-Yr 5 - following establishment of reliable baseline of illegal activity, total number of management observed incidences of illegal activities reduced by at least 20%  PP.c By end-Yr 5 – at least 50% of RMNP lower boundaries are appropriately marked, and, in sensitive areas (e.g. resource-use zones) regularly patrolled  PP.d By end-Yr 5 - quality of water run-off at key points has been maintained</td>
<td>- Tourism Plan document  - Waste management plan  - Annual Work plans 2001, 2002, 2003  - personnel organisational establishment  - CPI workplans and reports</td>
<td>- Rwenzori Mountains remain effectively protected on both sides of the international border  - The local communities are willing to support the conservation efforts</td>
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<td><strong>Results</strong></td>
<td>... that measure achievement of Project Purpose</td>
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<td>... to achieve Project Purpose</td>
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<td>1 Management of RMNP strengthened</td>
<td>R1.a By end-Yr 4 - The Annual Operational Plans and other identified Park Management documents have been prepared in compliance with UWA’s strategic planning process and is in operation  R1.b By end-Yr3 - Capacities of CPI and communities groups built to match and improve information flow between Park and communities.</td>
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<td>- donors are willing to fund components of park management plan  - donor contributions to RMNP are co-ordinated</td>
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| 2 Financial viability of RMNP enhanced | R1.c By end-Yr 3 - essential components of a new RMNP Headquarters, tourism development infrastructures have been constructed and equipped in accordance with UWA-approved plans and schedules, and are in use | - RMNP HQ plans and schedules  
- RMNP records  
- Financial support documents (invoices, delivery notes etc) | Level of consistent of commitment of GoU and donors. |
|                                    | R2.b By end-Yr 5 - at least 40% of RMNP’s operational costs/recurrent expenditure are covered by locally-generated income | - RMNP financial management plan  
- RMNP records  
- RMNP recurrent budget  
- RMNP financial accounts  
- funding proposals | |
|                                    | R2.c By end-Yr 4 - at least 5 funding proposals have been prepared and submitted by RMNP management to funding agencies to support RMNP development costs | - RMNP development budget  
- RMNP financial management plan | |
|                                    | R2.d By end-Yr 4 - at least 20% of RMNP’s projected investment costs for the following five years (2008-2013) are covered by commitments from internal or external sources | - resource-use agreements and implementation plans  
- resource-use agreement guidelines and criteria | |
|                                    | R3.a By end-Yr 5 - resource-use agreements complying with guidelines and criteria endorsed by RMNP management and UWA have been concluded with at least 5 resource-user groups and are being honored | - meeting minutes  
- revised implementation plans | |
| 3 Mechanisms for assuring sustainable use of in-park resources in operation | R3.b By end-Yr3 - resource-use agreements and implementation plans are being reviewed and revised as needed every 6 months with each resource-user group. | - resource-use monitoring reports  
- RMNP patrol reports | Eco-mological monitoring system is in place |
|                                    | R3.c By end-Yr 3 - the use and off-take of in-park resources are being monitored through an ecological monitoring system | | |
| 4 Effective mechanisms for park-community communication and co-operation established | R4.b By end-Yr 3 - identified issues of mutual concern are being discussed and resolved with relevant neighboring communities | - KAP surveys: baseline and repeat | |
|                                    | R4.c By end-Yr5 - community members are reporting an ever-increasing percentage of illegal activities to RMNP management over years 2 through 5. | - illegal activity baseline  
- RMNP law enforcement and community conservation patrol reports | |
|                                    | R4.d By end-Yr 5 – CPI constituted of the LPEC structures and procedures have been adapted according to the CPI guidelines and are in use to facilitate communication and co-operation between RMNP and neighboring communities | - minutes of meetings  
- RMNP reports | |
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| R4.e By end-Yr2 - RMNP environmental education strategy developed and being implemented | - LPEC meeting records  
- RMNP records  
- CPI Guidelines  
- RMNP environmental education strategy  
- RMNP records  
- KAP surveys: baseline, repeat, and control group | Cooperation between CPI and CBOs is maintained. |
| R4.f By end-Yr5 - conservation-related knowledge, attitudes, and practices (KAP) of people in communities reached by RMNP conservation education strategy have improved | - list of EE capacity building participants  
- progress reports from target groups/individuals submitted to project management | |
| R4.g By end-Yr 3 – at least 60% of LPECs, government extension agents, wildlife clubs, NGOs and CBOs targeted under environmental education capacity building activities are actively engaged in conservation education activities within parishes bordering RMNP | - pressure points inventory and profiles  
- KAP survey baseline | |
| R5.a By end-Yr 1 - pressure points on RMNP have been identified and analysed in terms of type, extent, and location of demand for in-park resources | - District Environment Dept data-bases  
- RMNP data-bases  
- KAP surveys  
- community and RMNP meeting minutes | |
| R5.b By end-Yr 2 - socio-economic and natural resource information needed for sub-county level planning has been gathered and is being utilized in environmental action planning processes | - sub-county EPFsterms of reference  
- personnel records  
- record of trainings undertaken by team members | |
| R5.c By end-Yr 2 - Local Government Environment Planning facilitators (EPFs) have been established in the first three focal sub-counties and are composed of people whose qualifications and experience match requirements specified in the teams’ terms of reference | - Sub-county EAPs | |
| R5.d By end-Yr 3 - Local Government Environment Action Plans (EAPs) of the first three focal sub-counties contain effective provisions for conservation of natural resources in and around RMNP | - District Environment Department reports  
- LPEC records  
- RMCEMP records | |
<p>| R6.a By end-Yr 4 - at least 15 RMNP-focused conservation-related natural resource management interventions arising from local government environmental action planning have been initiated by LCs, LPECs, NGOs, or CBOs, covering 50% of identified priority pressure point communities | - | |
| R6.b By end-Yr 5 - following establishment of reliable baseline of illegal activities, average monthly number of observed incidents of illegal activities | - | |</p>
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| watershed functions and properties of RMNP mitigated | use of in-park resources at pressure points has been reduced by 50% | - micro-project proposals and reports  
- list of priority pressure point communities/areas  
- RMNP incident log and patrol reports  
- resource-use monitoring reports  
- illegal activity baseline  
- resource availability and use surveys  
- KAP surveys: baseline, repeat | -  
- Forest Landscape Restoration initiatives piloted to offer opportunities for sustainable development outside RMNP |
| | R6.c By end – Yr5 - at least 30% of people living in priority pressure point communities report increased availability and use of acceptable substitutes for in-park resources | -  
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| | R7.a By end – Yr2 degraded areas and sites for planting should have been identified selected and mapped in the pilot sub-counties | -  
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| | R7.b By end – Yr3 40% of selected adjacent households and community groups are contracted and undergone on the job training to undertake forest landscape restoration operations in the target areas | -  
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| | R7.c By end – Yr 5 75% of the selected groups and households are supported to establish their own nurseries for community and individual household woodlots and sell surplus seedlings to the project for restoration planting outside the RMNP | -  
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| | R8.a By end Year 3 – Regional Rwenzori Mountains technical forum established with a clear mandate, structure, audience and operational procedures jointly developed and agreed upon. | -  
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| | R8.b By end year 3 – Communications between RMNP and PNV-N management staff improved through a minimum of 3 contacts per year. | -  
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| | R8.c By end Year 2 – Lessons, experiences and specific management issues learned from conservation efforts around the Rwenzori Mountains in the Democratic Republic of Congo incorporated long-term RMNP management plan and tourism development planning process. | -  
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| | R9.a Annual Plans of Operations are completed at least one month before the start of each planning year and at least 80% of planned activities are implemented on schedule and within budget | -  
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| | R9.b Project Management implementation Committee meetings are held three times and result in management decisions that are | -  
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### Summary of Objectives and Activities

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<tr>
<td></td>
<td>implemented promptly</td>
<td>- project financial accounts</td>
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<td>R9.c</td>
<td>Project Technical Advisory Committee meetings are held once a year and result in policy and strategy decisions that are implemented promptly by project management</td>
<td>- Project Management implementation Committee meeting minutes</td>
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<td></td>
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<td>- project progress reports</td>
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<td></td>
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<td>- Technical Advisory Committee minutes</td>
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<td></td>
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<td>- Administration, financial structures and systems.</td>
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<td>- Workplans, internal appraisals</td>
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### Activities

**The project will facilitate RMNP management to:**

1. **Build lasting capacity of RMNP staff for effective park and organisational management**
2. **Facilitate operation of Community Protected Area Institutions (CPAI)**
3. **Gazette, demarcate and maintain RMNP boundary**
4. **Establish and procure RMNP essential infrastructure and equipment**
5. **Improve Park information management systems**
6. **Provide good visitor and mountaineering services**
7. **Diversify tourism activities**
8. **Improve tourism trails**
9. **Improve waste management system at campsites and resting shelters**
10. **Develop and implement financial plan to improve RMNP’s ability to meet financial needs**
11. **Develop and implement tourism development plan with appropriate stakeholders to enhance RMNP’s tourism potential**
12. **Develop and implement resource-use monitoring systems**
13. **Enable local communities realize direct and indirect benefits of the RMNP**
14. **Develop, implement and monitor community resource-use agreements**
15. **Build communication and co-operation with district/sub-counties in environmental planning and management efforts**
16. **Co-operate with district/sub-counties on RMNP-focused environmental interventions**
17. **Ensure reduced illegal activities in the Park**
18. **Conduct baseline assessment of communities’ knowledge, attitudes and practice regarding conservation, especially in RMNP frontline communities**
19. **Implement a strategy for using CPAI structure for park-community communication and co-operation**
20. **Develop and implement RMNP conservation education strategy**
21. **Contribute to development of UWA outreach and education policies and practices**

**The project will facilitate the districts and focal sub-counties bordering RMNP to:**

- on-farm natural resources alternatives lead to reduced offtake of in-park resources
- RMNP is adequately and competently staffed
- continuity of RMNP staffing maintained
- UWA is stabilised and provides necessary support to RMNP
- Government contribution to RMNP is assured

**Preconditions for carrying out Activities**

- sufficient funds are available on time
5.1 Support establishment and operation of a technical/management committee involving DEOs and appropriate sub-county representatives from the 3 focal districts

5.2 Establish criteria for determining pressure points on RMNP and pinpoint major existing or developing pressure points

5.3 Identify priority sub-counties/villages etc. for environmental planning and management activities, and establish communication

5.4 Support establishment of core environmental planning & management teams in target sub-counties, linked to LPECs

5.5 Hold planning initiation workshops to analyse environmental problems and issues, determine causes and constraints, increase awareness, and enlist support

5.6 Identify key stakeholders in environmental planning and management process

5.7 Build team skills in environmental planning and management, through training opportunities and study visits

5.8 Carry out natural resource and socio-economic baseline surveys and studies to identify and investigate key land-use issues and environmental threats and their causes

5.9 Conduct PRAs in target communities to establish the economic and functional values of key natural resources, and the causes of specific threats to them

5.10 Hold stakeholder workshops to devise priorities, objectives and a strategy for environmental management, and to develop a work programme for environmental planning

5.11 Implement work programme

5.12 Hold additional workshops/public meetings to get feedback to planning recommendations and to secure support

5.13 Integrate environmental management plans with wider district environmental action planning and district development planning

5.14 Reduce damages and injuries to the communities resulting from Wild animals

6.1 Identify priority RMNP-focused conservation interventions and water resources management through environmental planning process (Result 5), and develop practical action plans to achieve them

6.2 Provide on-going support to sub-counties and district water resources department in implementing RMNP-focused natural resources management activities

6.3 Maintain database of local NGOs/CBOs with potential to undertake RMNP-focused natural resources management activities

6.4 Build capacity of selected NGOs/CBOs to implement complementary RMNP-focused natural resources management activities

6.5 Utilize LPEC structure to facilitate RMNP-focused natural resources management action

7.1 Identify degraded areas and select target sites for planting

7.2 Contract adjacent households and community groups to undertake forest landscape restoration operations in the target areas through on the job training

7.2 Support the selected groups to establish their own nurseries for community and individual household woodlots and sell surplus seedlings to the project for restoration planting in the RMNP

**WWF will:**

8.1 Facilitate and develop mechanisms for effective communication between RMNP and Parc National des Virunga- Northern Sector (PNV-N)

8.2 Establish a regional Rwenzori Mountains technical forum for RMNP and PNV-N staff and their major partners

8.3 Support UWA to strengthen and improve security and safety in RMNP

8.4 Hold an annual regional Rwenzori Mountains technical forum meetings

8.5 Share expertise and experience between PNV-N and RMCEMP for activities carried out under Results 1, 3, 4, 5 and 6

8.6 Infuse a regional integrated perspective into the RMNP tourism development plan process

8.7 Provide training in French and Kiswahili to selected RMNP and English to PNV-N staff

**The project management team will:**
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<tr>
<td>9.1</td>
<td>Establish project management and communication systems</td>
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<td>9.2</td>
<td>Develop annual work plans</td>
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<td>9.3</td>
<td>Establish Project Monitoring &amp; Evaluation Plan</td>
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<td>9.4</td>
<td>Establish contact with other conservation initiatives in eco-region</td>
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<td>9.5</td>
<td>Devise work plan for wider eco-region communication and collaboration</td>
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<td>9.6</td>
<td>Hold Steering Committee meetings</td>
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<td>9.7</td>
<td>Carry out annual internal project assessments</td>
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<td>9.8</td>
<td>Organise annual project review missions</td>
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<td>9.9</td>
<td>Devise exit strategy</td>
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<td>9.10</td>
<td>Revise project activity programme and submit to donor</td>
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<td>9.11</td>
<td>Prepare final report</td>
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